

FIVE YEAR IMPLEMENTATION PLAN (2005-2009)

## **2007 Midterm Review**

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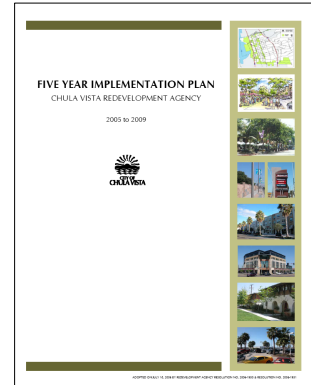
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## I. Introduction

Two years ago, redevelopment staff initiated a comprehensive strategic planning process that completely changed redevelopment planning practice in Chula Vista. That process led to the creation and adoption of the Redevelopment Agency's 2005-2009 Five Year Implementation Plan. The key elements of the Plan include:



- ⇒ ***Guiding principles*** to provide consistent policy direction for redevelopment during the next five years.
- ⇒ The consolidation of six existing five year implementation plans into a ***single, cohesive planning document*** that is ***readable, user-friendly, educational, and informative***.
- ⇒ ***Geographic focus areas*** designated for redevelopment planning purposes, consistent with other City planning boundaries (e.g., General Plan, Urban Core Specific Plan, Bayfront Master Plan, etc.).
- ⇒ ***Measurable strategic objectives and work programs*** for each geographic focus area that identify key redevelopment and housing activities and projects through 2009.
- ⇒ ***Consistency with overarching planning documents***, including redevelopment plans adopted for the merged project areas, and the Community Development Department's Five Year Strategic Plan (adopted on March 28, 2006).

## Legal Authority

Section 33490(c) of the California Health and Safety Code requires the Redevelopment Agency, during the third year of the Implementation Plan, to hold a public hearing and conduct a midterm review of the progress made within the Agency's project areas. This document serves as the Agency's Midterm Review of the 2005-2009 Plan and provides a comprehensive evaluation of the key elements of the Plan and the Agency's adopted five year work program, including:

1. A review of the Agency's Work Program<sup>1</sup> for 2006 and 2007 (p. 11).
2. A proposed Annual Work Plan for Fiscal Year 07/08 based on the adopted five year work program (Appendix A).

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<sup>1</sup> 2005 projects and activities were documented in the Five Year Implementation Plan as part of the Agency's "Past Accomplishments" (p. 8 of Five Year Implementation Plan).

## Southwest Focus

Special attention in this Midterm Review is paid to the region designated as the “South Geographic Focus Area.” This focus area includes the Southwest Planning Area for which the 2005 General Plan Update (GPU) has called for the preparation of a specific plan that implements zoning updates in five distinct planning districts: South Third Avenue, South Broadway, Palomar Gateway, West Fairfield, and Main Street. The Agency’s five year work program (Exhibit B of the Implementation Plan) established clear goals and policy direction to provide support and funding for a Southwest Specific Plan.

**GUIDING PRINCIPLE #2:** “Promote and facilitate early and transparent public input and participation that emphasizes community education about the goals, tools, and process of redevelopment.” (p. 12 - Five Year Implementation Plan)

Southwest. An important product of this effort was a “white paper” report written by redevelopment staff and attached to this Midterm Review as Appendix B. The white paper, titled “Community Strengthening Strategies and Their Application to Southwest Chula Vista,” describes newly emerging trends of community strengthening and capacity building strategies across the country, and explores the possible benefits of applying these principles in the Southwest.

**SOUTHWEST SPECIFIC PLAN:** “Facilitate the financing and preparation of a Specific Plan for the Southwest to provide appropriate land uses and development standards to facilitate the development and redevelopment of properties within the area.” (p. 36 - Five Year Implementation Plan)

The Agency’s adopted guiding principles and work program also established clear policy direction for proactive public outreach and education in the Southwest. To implement these goals and policies, redevelopment staff, over the past year, has been engaged in a multi-departmental effort to develop a comprehensive strategy for civic engagement and specific planning in the

**PUBLIC OUTREACH AND EDUCATION:** “Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency’s role, tools used, and specific development proposals.” (p. 38 - Five Year Implementation Plan)

For redevelopment to be successful in the Southwest, both a specific plan and a specialized program for community education and strengthening will be critical during the next several years.

## CVRC Development

On March 22, 2007, a City Council Subcommittee, consisting of Mayor Cox and Councilmember Rindone, presented a comprehensive report to the Chula Vista Redevelopment Corporation (CVRC), Redevelopment Agency, and City Council that evaluated the structure and operations of the CVRC. The report included seven key recommendations, including the removal of the City Council from the CVRC Board. The Subcommittee recommended that the Council be replaced with one to five Chula Vista residents possessing expertise and experience in one or more of a number of professional fields. The CVRC, Agency, and City Council approved the Subcommittee report and recommendations, as amended. With incoming new Board Members with varying educational and professional backgrounds, it will be important for the CVRC and redevelopment staff to take advantage of early opportunities to build a strong organizational foundation for the Corporation. Upon establishment of the new Board, staff will work closely with the CVRC to

conduct a comprehensive top-down review of state and local policy directives that guide redevelopment in Chula Vista, including the identification and recommendation of new local policies that will enhance the organizational effectiveness of the City's redevelopment arm.

## Annual Reports

The proposed FY 07/08 Annual Work Plan in Appendix A has been formatted not only for this Midterm Review, but for ongoing annual reports by staff to the CVRC and Agency on the progress of redevelopment activities in the Agency's three geographic focus areas. While the Implementation Plan and this Midterm Review are based on calendar year, annual reports will be based on the Agency's fiscal year and coincide with the Agency's budget process to facilitate priority-setting and funding discussions by the CVRC and Agency.

## II. Organization of Midterm Review

While state law requires redevelopment agencies to conduct midterm reviews, it does not prescribe a specific format or method for the review. Given the comprehensive nature of the changes the Agency has made to past practices and formats for the preparation of five year implementation plans, staff has organized this Midterm Review into the following evaluation sections:

1. **Purpose & Intent of Implementation Plan:** *Were the purpose and intent of the 2005-2009 Five Year Implementation Plan met?*
2. **Guiding Principles:** *Did the Agency follow the Guiding Principles it established in the Five Year Implementation Plan for carrying out its mission, goals, and objectives?*
3. **Five Year Work Program**
  - a. **Review of Work Program<sup>2</sup> for 2006 and 2007:** *Did the Agency accomplish the annual goals/projects it established for 2006 and 2007?*
  - b. **Proposed FY 07/08 Annual Work Plan (Appendix A):** *What is the status of the Agency's current and planned goals/projects established for FY 07/08?*

Each section highlights key areas of past performance and future work plans that staff identified as areas of significance to the organization.

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<sup>2</sup> 2005 projects and activities were documented in the Five Year Implementation Plan as part of the Agency's "Past Accomplishments" (p. 8 of Five Year Implementation Plan).

### III. Purpose & Intent of Implementation Plan

*Were the purpose and intent of the 2005-2009 Five Year Implementation Plan met?*

Although the 2005-2009 Five Year Implementation Plan was prepared in accordance with the statutory requirements of redevelopment law (Health and Safety Code §33490), the Agency recognized the need for a more comprehensive strategic document than those adopted in past years. The 2005-2009 Five Year Implementation Plan was therefore written with the purpose and intent of:

- ⇒ Providing decision-makers and the public a **clear, readable, and user-friendly** document that effectively communicates the City's vision, goals and objectives, and programs for redevelopment.
- ⇒ Establishing five-year strategic objectives and work programs that are **measurable, quantifiable, and track-able** and promote the long-term effectiveness and financial viability of the Agency.
- ⇒ Presenting information about the Redevelopment Agency in an **educational and informative** manner.
- ⇒ **Implementing** the redevelopment goals of the Agency as set forth in the Agency's adopted Redevelopment Plans.

#### EVALUATION SUMMARY

Prior to the 2005-2009 Plan, the Redevelopment Agency operated under six separate implementation plans – one for each of the Agency's six project areas. The consolidation of the six plans into a single, comprehensive document provided staff, decision-makers, and the public a consistent and user-friendly source document for:

- ✓ Education about the mission, role, and tools of redevelopment agencies.
- ✓ Information about the history of redevelopment in Chula Vista, including profiles of the Agency's six adopted project areas.
- ✓ Information about Agency's finances, including projected tax increment revenues and expenditures for the five year planning period.
- ✓ Descriptions of the Agency's strategic goals, guiding principles, and work programs, including annual objectives, that are measurable, quantifiable, and track-able and that implement the redevelopment goals of the Agency as set forth in the Agency's adopted Redevelopment Plans.

## RECOMMENDATIONS

Much of the Plan's purpose and intent were met through the written content and organization of the document. For future iterations of the Plan, staff recommends that the Agency consider the following further refinements:

1. Continue to coordinate with the City's Finance Department on the preparation of a *Five Year Financial Forecast* for the Redevelopment Agency that is aligned with the Five Year Implementation Plan and future annual reviews of the Agency's work program. Consistent with the purpose and intent of the Five Year Implementation Plan, the Finance Department is currently developing a comprehensive Five Year Financial Forecast for the Agency. The Forecast will provide a single source document for important financial data about the Agency, historical and projected, and serve as a crucial companion document to the Implementation Plan that will strategically align the operational and financial goals of the Agency.

## IV. Guiding Principles of Redevelopment

*Did the Agency follow the Guiding Principles it established in the Five Year Implementation Plan for carrying out its mission, goals, and objectives?*

The policy foundation and direction of the Five Year Implementation Plan were rooted in two simple but critical *Guiding Principles of Redevelopment*.

### ***Guiding Principle #1: Leverage Public/Private Investment and Resources***

***Leverage City/Agency resources that attract private investment to improve public amenities, infrastructure, and affordable housing through:***

- ***Strategic and accountable public investments***
- ***Land assembly***
- ***Business reinvestment and expansion***
- ***Debt issuance***

The purpose of this guiding principle is to provide important policy direction to the Agency and staff when considering the investment of public resources to facilitate redevelopment. This principle serves to strengthen the long-term financial viability of the Agency and ensure that the Agency's investment practices generate returns and tax increment streams for the specific purpose of creating needed public amenities, infrastructure, and affordable housing. This guiding principle provides a strong foundation for future CVRC discussions about methods and criteria for evaluating the qualifications of developers and the merits of development projects.

## EVALUATION SUMMARY

A recurring theme in the Five Year Implementation Plan is the Agency's financial solvency and viability. Past investment practices of the Agency did not promote the long-term fiscal health or effectiveness of the Agency. Since the adoption of the Implementation Plan, redevelopment staff has been working closely with the City's Finance Department and the Office of Budget & Analysis to reevaluate the Agency's budgetary structure and identify available revenues that can be reprioritized toward activities that promote the long-term fiscal health of the Agency. The proposed FY 07/08 Agency Budget reflects these cross-department efforts and is consistent with several findings and recommendations made in the recent *Chula Vista Independent Financial Review* prepared and presented by Economic & Planning Systems (EPS) to the City Council.

Guiding Principle #1 provides the CVRC and Agency important policy direction for using public resources to facilitate private real estate development transactions. It also guides Agency investments toward projects and activities that will ultimately support the Agency's goals for creating community benefit through public amenities, infrastructure, and affordable housing. This is also consistent with several findings and recommendations in EPS's *Independent Financial Review*.

## RECOMMENDATIONS

Guiding Principle #1 sets important policy precedent for ongoing organizational development of the CVRC and Agency, including the Agency's upcoming FY 07/08 Budget.

1. Continue to actively consider and reinforce Guiding Principle #1 in decisions about the financial goals, budgetary structure, and investment practices of the CVRC and Agency.

### *Guiding Principle #2: Community Outreach & Education*

***Promote and facilitate early and transparent public input and participation that emphasizes community education about the goals, tools, and process of redevelopment.***

The Implementation Plan recognizes that successful redevelopment in Chula Vista relies heavily on effective community outreach and education about the goals and benefits of redevelopment. It also recognizes the importance of early outreach and education in the redevelopment process. This guiding principle is consistent with the three *Principles of Public Input & Participation* adopted by the City Council on May 24, 2005 as formal policy statements. Those principles were adopted with the creation of the CVRC and are as follows:

1. Public input and participation should occur early and often.
2. Public input and participation should be open, inclusive, and accessible.
3. Public input and participation should be educational and informative.



## EVALUATION SUMMARY

Following adoption of the Implementation Plan, redevelopment staff focused significant resources toward Guiding Principle #2, recognizing the importance of community outreach and education to the goals and success of the Agency. During the past year, staff facilitated the formation of the CVRC's Redevelopment Advisory Committee (RAC), launched a CVRC web site, conducted educational outreach meetings with community stakeholder groups about redevelopment practices in Chula Vista, and worked closely with key City Departments on several important strategic initiatives aimed at: (1) evaluating the City's and Agency's current practices of civic engagement; and (2) exploring new strategies for strengthening communities' social infrastructure networks and level of engagement with City Hall.

- ✓ Redevelopment Advisory Committee (RAC). Upon formation of the CVRC, staff facilitated a series of CVRC discussions that led to the formation of the nine-member RAC. The CVRC adopted a formal project review process to use the RAC to conduct public workshops on project design at the earliest possible and appropriate point in the development application process and Exclusive Negotiating Agreement timeline. At these workshops, the RAC employs an "Open House" process for project review, giving RAC members and the public the opportunity for up-close and personal looks at projects and one-on-one dialogues with developers and their architects. During the past eight months, the RAC has reviewed 11 development projects within redevelopment areas, ranging from small, non-controversial tenant improvement projects to much larger and more contentious development projects requiring multiple actions and approvals by the CVRC, Agency, and City Council.
- ✓ Redevelopment Roadshow. During 2006, redevelopment staff conducted outreach meetings with various stakeholder groups to introduce the newly created CVRC model and the proposed/adopted Five Year Implementation Plan. Stakeholder groups included the Chamber of Commerce, Crossroads II, Northwest Civic Association, South Bay Partnership / Healthy Eating, Active Communities (HEAC), Environmental Health Coalition, Chula Vista Elementary School District, and the San Diego Building Industry Association (BIA).
- ✓ CVRC Web Site. In 2006, redevelopment staff collaborated with the Office of Communications and the City's Webmaster to design and launch a dedicated web site for the CVRC ([www.chulavistaca.gov/redevelopment](http://www.chulavistaca.gov/redevelopment)). The web site contains meeting documents (agenda, minutes, staff reports), RAC information, interactive maps and project tracking tools, postings of Requests for Qualifications and Proposals, redevelopment links and resources, and contact information, including e-mail subscriptions to CVRC and RAC meeting notices.

## EVALUATION SUMMARY (cont'd)

- ✓ *Civic Engagement Study.* The Institute for Local Government (ILG) recently completed an assessment of civic engagement practices in the City, including findings and recommendations about education, training, and capacity building for the community. The Study's findings contained positive references to the RAC, including the "Open House" participation forum. Many of the ILG's key recommendations are also consistent with staff's multi-departmental scoping efforts for specific planning and civic engagement in the Southwest (see below).
- ✓ *Community Strengthening Strategies.* Staff recently prepared a white paper, titled "Community Strengthening Strategies and Their Application to Southwest Chula Vista" (Appendix B), that has direct relevance to a number of current City activities, including initial scoping efforts for a Southwest Specific Plan and the Institute for Local Government's report on Civic Engagement (presented to the City Council on May 15, 2007). The white paper examines a newly emerging nationwide trend of local communities that are employing new strategies and public-private partnerships to build capacity and improve quality of life at the local level. These communities share many of the characteristics found in Southwest Chula Vista and offer several models that the Southwest could draw from. The white paper explores the theories and principles behind *community strengthening*, and the possible application of community strengthening strategies in the Southwest.

This Midterm Review provides an introduction of the white paper to the City, Agency, CVRC, and the public, and the possible benefits of community strengthening strategies for the Southwest. Staff will engage the Council, Agency, and CVRC in a much more in-depth discussion about the specific elements of the white paper at their June 14, 2007 regularly scheduled meeting. At that meeting, staff will be seeking support for the concepts in the white paper, including funding and authorization to begin a dialogue with community stakeholders in the Southwest.

An initial group of community stakeholders could include: schools, businesses, nonprofits, regional foundations, faith-based organizations, community organizations, higher education, and other public agencies. The white paper recommends that the initial group establish, as a high priority, the creation of community partnerships that expand the group's sphere of influence and dialogue to broader segments of the Southwest population.

## RECOMMENDATIONS

Guiding Principle #2 will continue to be a critical factor to the success of redevelopment in Chula Vista. While significant progress has been made during the past two years to lay a foundation for ongoing community outreach and education about redevelopment, the City and Agency are just beginning to scratch the surface on Southwest specific planning and civic engagement activities. The Agency's five year work program established policy direction for a Southwest Specific Plan and ongoing community collaboration efforts like those presented in the attached white paper (Appendix B) – "Community Strengthening Strategies and Their Application to Southwest Chula Vista."

1. Prior to the end of the current Fiscal Year, appropriate available funds, associated with salary savings from the eliminated CVRC CEO position, from the FY 06/07 Budget for "Southwest Planning and Civic Activities." These funds would be placed in a special account for "Southwest Planning and Civic Activities" and would provide funding in FY 07/08 for:
  - Consultant services to facilitate a dialogue about "community strengthening strategies" with an initial group of Southwest community stakeholders.
  - The initiation of a Southwest Specific Plan, subject to formal action by the City Council.

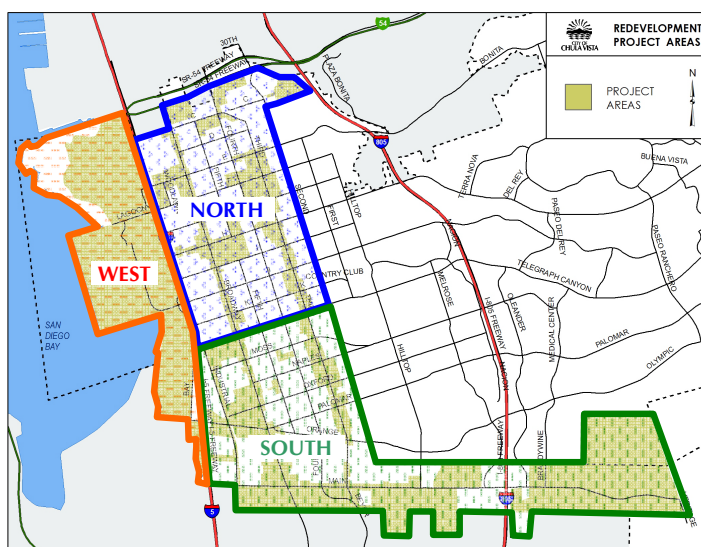
This appropriation is also consistent with the Agency's five year work program for the "South Geographic Focus Area." The appropriations request is tentatively scheduled for consideration at the June 14, 2007 CVRC/Agency Regular Meeting, as part of an overall discussion about the Redevelopment Agency budget.

## V. Five Year Work Program

*Did the Agency accomplish the annual goals/projects it established for 2006 and 2007?*

The Plan designated three geographic focus areas for purposes of developing and implementing five year work programs for the Redevelopment Agency.

- ⇒ **North:** Project areas located north of L Street, east of I-5, south of SR-54, and west of Second Avenue. Affected project areas include Town Centre I, Town Centre II, and Added Area.
- ⇒ **West:** Project areas located west of I-5, including Bayfront and Southwest.
- ⇒ **South:** Project areas located south of L Street, east of I-5, and north of the City's southerly boundary, including the Auto Park Specific Plan areas east of I-805. Affected project areas include Southwest, Otay Valley, and Added Area.



For each of these focus areas, five year work programs were formulated based on three consistent strategic objectives:

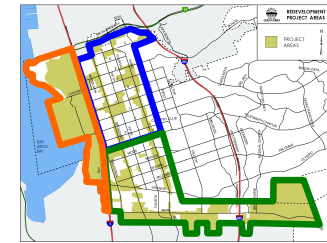
- ⇒ **Plans & Policies**
- ⇒ **Public Infrastructure & Amenities**
- ⇒ **Key Catalyst Projects**


Based on these objectives, an annotated version of the Agency's Work Program<sup>3</sup> for 2006 and 2007 is contained in the following pages of this Midterm Review, including a review of work "completed" and "not completed." A proposed Annual Work Plan for FY 07/08 is contained in Appendix A.



<sup>3</sup> 2005 projects and activities were documented in the Five Year Implementation Plan as part of the Agency's "Past Accomplishments" (p. 8 of Five Year Implementation Plan).

## Review of Work Program: 2006 and 2007

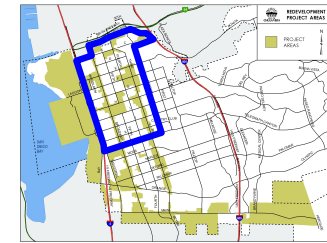
### ALL GEOGRAPHIC FOCUS AREAS












Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
COMPREHENSIVE PLANNING DOCUMENTS & PROCESSES					
<b>Public Outreach and Education</b> Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals.					
<input type="checkbox"/> Update of the City and Agency's website to provide accurate and appropriate information regarding redevelopment in general and specific programs and projects.	'06	✓			Launched the newly designed CVRC web site. Updates to old redevelopment information on the City/Agency web pages are ongoing.
<input type="checkbox"/> Development of written materials to communicate with the general public about redevelopment.	'06	✓ ('07)			Developed and posted Redevelopment FAQ on the CVRC web site.
<input type="checkbox"/> Provide general and technical information to community organizations other civic groups.	'06	✓			Conducted a series of "Redevelopment Roadshow" presentations to community stakeholder groups. Community education efforts are ongoing.
<input type="checkbox"/> Implement an ongoing process of educating and encouraging input from the community regarding specific development proposals.	'06	✓			Created the Redevelopment Advisory Committee to receive input on project design "early and often."

Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
AFFORDABLE HOUSING					
<b>Expansion of the Chula Vista Redevelopment Project Area</b> Adding territory to the existing Merged Chula Vista Redevelopment Project Area would strengthen the Agency's ability to leverage Low-Mod Funds for affordable housing, including new construction and land purchases, and further the Agency's legislative charge to remove blight. <input type="checkbox"/> Adoption of a Survey Area.	'07		X		A feasibility study was conducted during 2005 and 2006 to identify a Survey Area for preparation of a preliminary expansion plan that must include a highly detailed "blight" study. Legislation enacted in 2006 (SB 1206) significantly altered redevelopment agencies' requirements for making findings of blight and expanding project areas. <i><b>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</b></i>
<b>Proportionate Increase of 20% Housing Set-Aside</b> Conduct a policy study for developing an accounting system that proportionately increases the annual amount of tax increment that is deposited into the Low-Mod Fund as tax increment revenues reach specified goal levels. This project would further the Agency's ability to facilitate the creation of affordable housing and meet its state-mandated housing obligations. <input type="checkbox"/> Policy study to analyze the accounting structure and identify appropriate tax increment thresholds for set-aside increases.	'07		X		Based on Council/Agency direction, Housing staff resources have been prioritized toward developing a Mobilehome Park Closure Ordinance. <i><b>This project is proposed to move forward in the FY 07/08 Annual Work Plan (Appendix A).</b></i>









## NORTH GEOGRAPHIC FOCUS AREA








Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
PLANS & POLICIES					
<b>Urban Core Specific Plan (UCSP)</b> Support the preparation and completion of the Urban Core Specific Plan.  <input type="checkbox"/> Support City efforts to complete and adopt the UCSP and certify the Program EIR.	'06	✓ ('07)			UCSP adopted on April 26, 2007. Ordinances will become effective in June.
<b>Town Centre I (TC I) Redevelopment Plan Amendment</b>  <input type="checkbox"/> Complete ERAF extension.  <input type="checkbox"/> Coordinate and work with a consultant to amend the land use designations in the TC I Redevelopment Plan.	'06	✓			Adopted Ordinance #2006-3038 on July 25, 2006 extending the effectiveness of the TC I and Bayfront Plans/Project Areas by two years pursuant to SB 1096. Also extended TC II and Otay Valley.
<b>Environmental Remediation</b>  <input type="checkbox"/> Coordinate and work with individual property owners as contaminated sites are identified for the remediation of hazardous materials to create a viable development site.	'06		X		This is an ongoing annual program for the five year work program. No projects were identified in '06 requiring Brownfields assessments or cleanup.

Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
PUBLIC INFRASTRUCTURE & AMENITIES					
<b>Third Avenue Streetscape Improvement Master Plan</b> To encompass the Third Avenue corridor from E Street to the north and H Street to the South. The plan will include street improvements, street furniture, and lighting to improve circulation and provide for quality design, aesthetics, and identity to the area. <input type="checkbox"/> Coordinate with the Third Avenue Village Association and the City's Engineering and General Services Departments to complete a streetscape plan.	'06 '07		X X	 ACCESS  PRESERVE  INVEST  GROW	Awaited adoption of the UCSP. Consistent with Guiding Principle #1, the proposed activity will be postponed until private investment has committed to new development within the Third Avenue Village.
<b>F St Streetscape Improvement Master Plan</b> To encompass F Street from Interstate-5 to Fourth Avenue. The plan will include an assessment of current deficiencies in the infrastructure and street, to include sewer, curbs, sidewalks, gutters, and medians, and the planning, design, and construction of necessary improvements to address the deficiencies. Improvements would assist in the redevelopment of the old City corp. yard. <input type="checkbox"/> Coordinate with the Engineering Department to complete an assessment of current deficiencies and an improvement plan to address identified deficiencies. The Agency will also coordinate with the Finance Department and Engineering to	'07		X	 CLEAN  ACCESS  PRESERVE  INVEST  GROW	Engineering is currently inventorying infrastructure conditions for the entire City as part of the "It's About Our Neighborhoods" Program. With the recent adoption of the UCSP, staff is beginning discussions with Finance and Engineering about the development of a Financing Plan. Consistent with

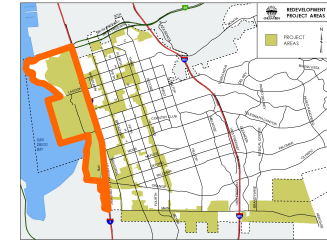



Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
develop a Financing Plan for the necessary improvements.					Guiding Principle #1, the proposed activity will be postponed until private investment has committed to new development in the E Street Transit Focus Area.
<b>Parking – Downtown</b> With the contemplated development of Agency lots currently used for surface parking, there is a long-term need for a parking management plan to better serve the retail/commercial uses within the vicinity.				 ACCESS  INVEST	
<input type="checkbox"/> Conduct a study of the parking needs for the Third Avenue commercial corridor and develop a financing plan for the development of parking lots/structures.	'06 '07	✓ ✓			Hired consultant, Rich & Associates, in 2006 and began a comprehensive Downtown Parking Management Study. Multiple community meetings held in 2006 and 2007. Consultant is currently preparing a draft report containing technical data, findings, and recommendations with alternative implementation strategies. Expected to be completed and presented to City Council in late summer 2007.
KEY CATALYST PROJECTS					
<b>Third Avenue Redevelopment Opportunities</b> The development or redevelopment of vacant or underdeveloped properties located along the Third Avenue corridor from E Street to the North and G Street to the South.				 CLEAN  SHOP  PRESERVE  INVEST  WORK  GROW	
<input type="checkbox"/> Enter into Exclusive Negotiating Agreements (ENAs) to explore, initiate, and enter into development agreements for future redevelopment projects.	'06	✓			In 2005, entered into ENAs with various developers for sites located along the Third Avenue Corridor. In 2006-2007, ENAs were extended, and new ENAs were entered into, in anticipation of the UCSP.



Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
<input type="checkbox"/> Negotiate and complete four Agreements for mixed-use retail and residential developments.	'07		X		<p>With the adoption of the UCSP on April 26, 2007, several ENAs in the Third Avenue Village were concurrently extended. Several ENAs have also entered, or will soon be entering, the design phase and RAC (Redevelopment Advisory Committee) process outlined in the ENA schedules. If the UCSP development permit (design review) process is completed in 2007, demolition and/or construction could begin in 2008. <b><i>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</i></b></p>
<p><b>E Street &amp; Woodlawn Redevelopment Opportunities</b></p> <p>The redevelopment of underdeveloped properties located south of E Street along Woodlawn Avenue to provide a mixed-use retail and residential development.</p> <input type="checkbox"/> Pursue Agreements with property owners and developers to provide the Agency with the ability to explore, initiate, and enter into different types of development agreements for future redevelopment projects.	'07		X		<p>The CVRC is currently under ENA with a developer for the old City corporate yard (F St and Woodlawn), adjacent to the E Street Trolley Station. Staff is also in active discussions with several property owners and prospective developers about redevelopment of existing hotel/motel sites in the area and a large shopping center along the southerly side of E Street. Development interests in the area present important opportunities for more integrated master planning of key sites in the Transit Focus Area (TFA). The adoption of the Urban Core Specific Plan has promoted greater interests in the area, and greater confidence among property owners, investors, and developers. <b><i>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</i></b></p>



Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
<b>Scripps Hospital</b> <input type="checkbox"/> Assist Scripps hospital in developing a business plan to maintain the presence of quality medical facilities in the Northwest area of the City.	'07		X	 	Initial staff dialogue with Scripps has expanded to larger discussions with broader group of H Street stakeholders about future development and expansion opportunities: Scripps, Chula Vista Center, Courts/County, Gateway Chula Vista). <b><i>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</i></b>
AFFORDABLE HOUSING					
<b>Seniors on Broadway</b> <input type="checkbox"/> Complete the Seniors on Broadway housing project: 41-units of rental housing for extremely low and very low income seniors in the Southwest Project Area (825 Broadway b/w Sierra Way and K Street).	'06		X		Construction will be completed in the first half of FY 07/08. <b><i>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</i></b>
<b>New Construction of Housing</b> <input type="checkbox"/> The Agency will work to acquire property for the purpose of assisting in the construction of 100 affordable rental units for very low and low income households.	'07		X		Proactive early development of affordable housing in the TC I Project Area to meet the Agency's 15% statutory inclusionary requirement is critical. During 2006 and 2007, the Agency actively pursued and negotiated the purchase of vacant property in the area to facilitate affordable housing development. Although negotiations were not successful, the Agency should continue to pursue appropriate sites in the Third Avenue Village as they become available on the open market. <b><i>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</i></b>

## WEST GEOGRAPHIC FOCUS AREA

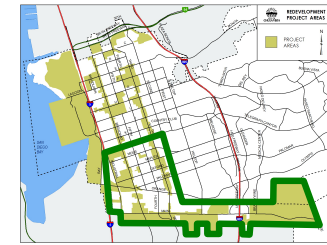




Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
PLANS & POLICIES					
<b>Bayfront Redevelopment - Planning</b> Support Bayfront master planning between the Port of San Diego and the City of Chula Vista to create comprehensive, up-to-date, and streamlined policies and initiatives for the Bayfront Project Area. Support City efforts to prepare and apply policy and legislative documents that enable the implementation of the Chula Vista Bayfront Master Plan elements located within the City's jurisdiction.					
<input type="checkbox"/> Amend the existing Bayfront Redevelopment Plan to align land use policies and procedures with the proposed Bayfront Master Plan.	'06		X		As an implementing action of the Bayfront Master Plan, the Redevelopment Plan Amendment relies on the Master Plan EIR for CEQA requirements. The Plan Amendment will occur simultaneously with or following the adoption of the Bayfront Master Plan. <b><i>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</i></b>
<input type="checkbox"/> Support the California Coastal Commission Approval of Local Coastal Plan Amendment (LCPA) and Port Master Plan Amendment (PMPA).	'07		X		LCPA and PMPA have not entered the Coastal Commission approval process yet. Awaiting completion/certification of the Master Plan EIR. <b><i>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</i></b>




Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
PUBLIC INFRASTRUCTURE & AMENITIES					
<b>Bayfront Redevelopment – Infrastructure Improvements</b> <p>The Bayfront area lacks the necessary public infrastructure to support the redevelopment of the area to more intense land uses as proposed within the Bayfront Master Plan. The redevelopment of the Bayfront area is a joint effort between the Port of San Diego and the City of Chula Vista.</p> <p>❑ Coordinate with the Port and the City's Engineering and General Services Departments to complete an assessment of the current public infrastructure needs. Coordinate with the Finance and Engineering Departments to develop the City's the Financing Plan for the necessary improvements.</p>	'06 '07		X X		As part of the Bayfront Master Plan, a facilities needs assessment will be prepared. <i><b>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</b></i>
<b>Goodrich</b> <p>Goodrich has consolidated its operations within the Northern Area of the Bayfront. The consolidation now allows the redevelopment of their former site of operation.</p> <p>❑ Complete activities for the transfer of the Rados property to Goodrich as required by the Agreement to allow for the consolidation within its North Campus and the vacancy of its former operations.</p>	'06		X		The Agency and Goodrich are completing negotiations for the transfer of the Rados property. <i><b>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</b></i>

Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
KEY CATALYST PROJECTS					
<b>Resort Conference Center</b> Development of a 1,500 room hotel and 400,000 sq foot convention space within the Bayfront.  <input type="checkbox"/> Select the developer and operator of a quality Resort Conference Center (RCC) and begin negotiations.	'06	✓		 	A Letter of Intent (LOI) was entered into by and between the City, Agency, Port District, and Gaylord Entertainment July 2006 and extended on May 15, 2007 for six to nine months to allow for the completion of negotiations for the development of the RCC.


## SOUTH GEOGRAPHIC FOCUS AREA



Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
PLANS & POLICIES					
<b>Southwest Specific Plan</b> Facilitate the financing and preparation of a Specific Plan for the Southwest to provide for appropriate land uses and development standards to facilitate the development and redevelopment of properties within the area. <ul style="list-style-type: none"> <li>□ Work with the Finance Department and the Office of Budget &amp; Analysis to develop a financing plan for the development of the Southwest Specific Plan and initiate the development of the Plan.</li> </ul>	'06		X		A multi-departmental effort has been underway since mid-2006 to scope out a work program and funding plan for a Southwest Specific Plan. Staff is currently working with the Finance Department and Office of Budget & Analysis to restructure the Agency's budget and find available revenues this fiscal year to help fund a Southwest Specific Plan during the next fiscal year. Following this Midterm Review, the CVRC and Agency will be reviewing and considering a proposed FY 07/08 Agency budget, including appropriations requests to earmark monies for Southwest planning and civic engagement activities. <i><b>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</b></i>
<b>Environmental Remediation</b> <ul style="list-style-type: none"> <li>□ Agency will coordinate and work with the Grants Manager to submit an application for EPA Brownfield Assessment Grant Program for Phase I Site Assessments for the entire Southwest Project Area</li> </ul>	'07	✓			Completed and submitted an application in December 2006 with the EPA for a \$250,000 Brownfield Assessment Grant Program. Staff will receive notice in May or June 2007 of the EPA's decision.

Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
KEY CATALYST PROJECTS					
<b>Redevelopment Opportunities</b>  <input type="checkbox"/> Identification of key strategic sites, which are vacant, stagnant or underutilized, to stimulate redevelopment	'07		X		<p>Most redevelopment staff resources were focused in the North while awaiting the UCSP. As a Southwest Specific Plan gets underway, staff will identify key strategic sites for redevelopment. <i><b>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</b></i></p>
<input type="checkbox"/> Facilitate completion of 180,000 sq. feet of new industrial development with appropriate access and visibility to I-805.	'06 '07	✓			<p>More than 180,000 sq. feet of new industrial development is under construction on Main Street, west of Reed Court.</p>
<b>Auto Park Expansion</b>  <input type="checkbox"/> Complete construction of directional signs for Auto Park, including visible freeway signage.	'07		X		<p>Economic Development staff is continuing to coordinate with auto dealers and the Agency in securing a site, funding, and contract for the construction of a freeway directional sign. <i><b>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</b></i></p>
<b>Public Outreach and Education</b> Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals.  <input type="checkbox"/> Implement an ongoing process of educating and encouraging input from the community regarding specific development proposals.	'06 '07	✓ ✓			<p>In 2006, created the Redevelopment Advisory Committee (RAC) to facilitate "early and often" input on project design. Southwest representation on the RAC was emphasized as a priority for the CVRC. In addition, the Institute for Local Government (ILG) recently completed an assessment of civic engagement practices in the City, including findings and recommendations about education, training, and capacity building for the community. Many of these key recommendations are consistent with staff's multi-departmental scoping efforts for specific</p>



Goals & Objectives / Implementing Programs	Yr	Completed (✓)	Not Completed (X)	Goals Achieved by Implementing	Notes / Discussion
					planning and civic engagement in the Southwest, including the preparation of a “white paper” by redevelopment staff about newly emerging strategies for community strengthening and capacity building, and the application of those strategies in the Southwest. The “Community Strengthening Strategies” Report is attached as Appendix B. In addition to the appropriation of Agency funds for the Southwest Specific Plan, staff will also be requesting, on June 14 <sup>th</sup> , funding to initiate and facilitate dialogue with community stakeholders in the Southwest about the white paper and opportunities for applying community strengthening strategies in the Southwest. <i><b>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</b></i>
AFFORDABLE HOUSING					
<b>Affordable Housing Program</b> Expand housing opportunities for low and moderate-income residents by partnering with affordable housing developers and providing assistance for the new construction of approximately 240 dwelling units.  <input type="checkbox"/> Complete construction of 120 new low or moderate-income dwelling units.	‘07		X		The Agency expects to complete the construction of 41 new low income senior housing units in FY 07/08 and to approve funding in FY 07/08 to Wakeland Housing for an additional 40+ units. <i><b>This project is proposed to move forward under the FY 07/08 Annual Work Plan (Appendix A).</b></i>



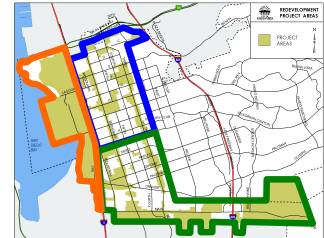
## **Appendix A**









### PROPOSED FY 07/08 ANNUAL WORK PLAN



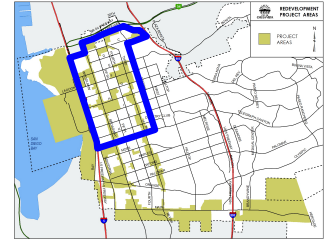
## Proposed Fiscal Year 07/08 Annual Work Plan






### ALL GEOGRAPHIC FOCUS AREAS








Goals & Objectives / Implementing Programs	Carried Over from 2006 or 2007?	Goals Achieved by Implementing
COMPREHENSIVE PLANNING DOCUMENTS & PROCESSES		
<b>Public Outreach and Education</b> Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals. <ul style="list-style-type: none"> <li>❑ Provide general and technical information to community organizations other civic groups.</li> <li>❑ Implement an ongoing process of educating and encouraging input from the community regarding specific development proposals.</li> </ul>		 INVEST
<b>Expansion of the Chula Vista Redevelopment Project Area</b> Adding territory to the existing Merged Chula Vista Redevelopment Project Area would strengthen the Agency's ability to leverage Low-Mod Funds for affordable housing, including new construction and land purchases, and further the Agency's legislative charge to remove blight. <ul style="list-style-type: none"> <li>❑ Adoption of a Survey Area.</li> </ul>	✓	 CLEAN  ACCESS  PRESERVE  INVEST  WORK  GROW
<b>Proportionate Increase of 20% Housing Set-Aside</b> Conduct a policy study for developing an accounting system that proportionately increases the annual amount of tax increment that is deposited into the Low-Mod Fund as tax increment revenues reach specified goal levels. This project would further the Agency's ability to facilitate the creation of affordable housing and meet its state-mandated housing obligations. <ul style="list-style-type: none"> <li>❑ Policy study to analyze the accounting structure and identify appropriate tax increment thresholds for set-aside increases.</li> </ul>	✓	 LIVE

## NORTH GEOGRAPHIC FOCUS AREA

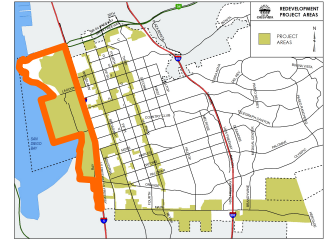





Goals & Objectives / Implementing Programs	Carried Over from 2006 or 2007?	Goals Achieved by Implementing
PLANS & POLICIES		
<b>Environmental Remediation</b> <ul style="list-style-type: none"> <li>Coordinate and work with individual property owners as contaminated sites are identified for the remediation of hazardous materials to create a viable development site.</li> </ul>		
KEY CATALYST PROJECTS		
<b>Third Avenue Redevelopment Opportunities</b> The development or redevelopment of vacant or underdeveloped properties located along the Third Avenue corridor from E Street to the North and G Street to the South. <ul style="list-style-type: none"> <li>Negotiate and complete four Agreements for mixed-use retail and residential developments.</li> <li>Facilitate the completion of 60,000 sq. feet of new retail/commercial development.</li> </ul>	✓	
<b>E Street &amp; Woodlawn Redevelopment Opportunities</b> The redevelopment of underdeveloped properties located south of E Street along Woodlawn Avenue to provide a mixed-use retail and residential development. <ul style="list-style-type: none"> <li>Pursue Agreements with property owners and developers to provide the Agency with the ability to explore, initiate, and enter into different types of development agreements for future redevelopment projects.</li> </ul>	✓	
<b>Scripps Hospital</b> <ul style="list-style-type: none"> <li>Assist Scripps hospital in developing a business plan to maintain the presence of quality medical facilities in the Northwest area of the City.</li> </ul>	✓	
<b>H Street Corridor Study***</b> Develop a pathway for making the H Street Corridor a reinvigorated and vibrant regional commercial and retail area by developing strategies to retain and grow existing businesses and identify and attract new jobs and industries.	NEW	

\*\*\* New Program or Project for FY 07/08


Goals & Objectives / Implementing Programs	Carried Over from 2006 or 2007?	Goals Achieved by Implementing
<input type="checkbox"/> Conduct a study of four key issue areas affecting economic and real estate development opportunities in the H Street Corridor, between Fourth Avenue and the I-5 Freeway, including: (1) Strategic vision and implementation plan for creating new jobs of high economic value generated from sources external to the City (new jobs); (2) Analysis of the core economic, social, and transportation linkages between the developing Bayfront and the Urban Core commercial areas along Third Ave; (3) Analysis and recommendations for the Scripps Health Complex and the Chula Vista Shopping Mall; and (4) Alignment of economic development priorities with appropriate urban design and transit along the Corridor.	<b>NEW</b>	 GROW
<b>Gateway Chula Vista</b> <input type="checkbox"/> Complete construction of 100,000 sq. feet of commercial/office and retail as the third phase of the Gateway project.		  WORK GROW
<b>AFFORDABLE HOUSING</b>		
<b>Seniors on Broadway</b> <input type="checkbox"/> Complete the Seniors on Broadway housing project: 41-units of rental housing for extremely low and very low income seniors in the Southwest Project Area (825 Broadway b/w Sierra Way and K Street).	✓	 LIVE
<b>New Construction of Housing</b> <input type="checkbox"/> The Agency will work to acquire property for the purpose of assisting in the construction of 100 affordable rental units for very low and low income households.	✓	 LIVE

## WEST GEOGRAPHIC FOCUS AREA

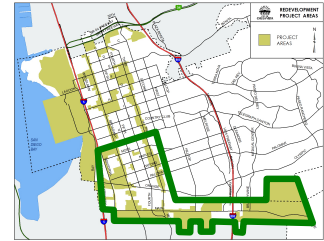






Goals & Objectives / Implementing Programs	Carried Over from 2006 or 2007?	Goals Achieved by Implementing
PLANS & POLICIES		
<b>Bayfront Redevelopment - Planning</b> Support Bayfront master planning between the Port of San Diego and the City of Chula Vista to create comprehensive, up-to-date, and streamlined policies and initiatives for the Bayfront Project Area. Support City efforts to prepare and apply policy and legislative documents that enable the implementation of the Chula Vista Bayfront Master Plan elements located within the City's jurisdiction.		
<input type="checkbox"/> Amend the existing Bayfront Redevelopment Plan to align land use policies and procedures with the proposed Bayfront Master Plan.	✓	
<input type="checkbox"/> Support the California Coastal Commission Approval of Local Coastal Plan Amendment (LCPA) and Port Master Plan Amendment (PMPA).	✓	
<input type="checkbox"/> Support efforts by the developer and the Port to obtain State Lands Approval.		
<b>Bayfront Redevelopment – Infrastructure Improvements</b> The Bayfront area lacks the necessary public infrastructure to support the redevelopment of the area to more intense land uses as proposed within the Bayfront Master Plan. The redevelopment of the Bayfront area is a joint effort between the Port of San Diego and the City of Chula Vista.		
<input type="checkbox"/> Coordinate with the Port and the City's Engineering and General Services Departments to complete an assessment of the current public infrastructure needs. Coordinate with the Finance and Engineering Departments to develop the City's the Financing Plan for the necessary improvements.	✓	
<b>Goodrich</b> Goodrich has consolidated its operations within the Northern Area of the Bayfront. The consolidation now allows the redevelopment of their former site of operation.		
<input type="checkbox"/> Complete activities for the transfer of the Rados property to Goodrich as required by the Agreement to allow for the consolidation within its North Campus and the vacancy of its former operations.	✓	















Goals & Objectives / Implementing Programs	Carried Over from 2006 or 2007?	Goals Achieved by Implementing
<input type="checkbox"/> Demolish and remove vacant buildings located at Goodrich's former operations. <input type="checkbox"/> Environmental cleanup of groundwater contamination in the West Geographic Focus Area.		
KEY CATALYST PROJECTS		
<b>Residential Development</b> Construction of up to 2,000 units of residential units within the Bayfront master planning area. <input type="checkbox"/> Entitle the residentially zoned land of the Bayfront Master Plan area.		


## SOUTH GEOGRAPHIC FOCUS AREA



Goals & Objectives / Implementing Programs	Carried Over from 2006 or 2007?	Goals Achieved by Implementing
PLANS & POLICIES		
<b>Southwest Specific Plan</b> Facilitate the financing and preparation of a Specific Plan for the Southwest to provide for appropriate land uses and development standards to facilitate the development and redevelopment of properties within the area. <ul style="list-style-type: none"> <li>❑ Work with the Finance Department and the Office of Budget &amp; Analysis to develop a financing plan for the development of the Southwest Specific Plan and initiate the development of the Plan.</li> <li>❑ Support City efforts to complete the Southwest Specific Plan.</li> </ul>	✓	
<b>Environmental Remediation</b> <ul style="list-style-type: none"> <li>❑ If awarded EPA Brownfield Assessment Grant, complete Phase I site assessments for Southwest Project Area.</li> <li>❑ Submit an application for EPA Revolving Loan Fund Grant Program to complete Phase II site assessments and cleanup.</li> </ul>		
PUBLIC INFRASTRUCTURE & AMENITIES		
<b>Main Street Improvement Plan</b> <ul style="list-style-type: none"> <li>❑ Agency will coordinate with the Engineering Department to complete an assessment of current deficiencies and an improvement plan to address identified deficiencies. The Agency will also coordinate with the Finance Department and Engineering to develop a Financing Plan for the necessary improvements.</li> </ul>		
KEY CATALYST PROJECTS		
<b>Redevelopment Opportunities</b> <ul style="list-style-type: none"> <li>❑ Identification of key strategic sites, which are vacant, stagnant or underutilized, to stimulate redevelopment</li> </ul>	✓	

Goals & Objectives / Implementing Programs	Carried Over from 2006 or 2007?	Goals Achieved by Implementing
<b>Auto Park Expansion</b> <input type="checkbox"/> Complete construction of directional signs for Auto Park, including visible freeway signage.	✓	 INVEST
<b>Auto &amp; Construction Material Recycling Areas***</b> The Otay Valley Project Area is home to numerous automobile and construction material recycling businesses. These businesses provide a needed service, but there may be higher and better uses for this location of the City. <input type="checkbox"/> Conduct a feasibility study for the Otay Valley Project Area to: (1) Determine if other land uses, such as expansion of the auto park or development of new industrial or business parks, may be a better use of some or all of the Project Area; (2) Analyze the compatibility of existing and potential future land uses with the surrounding community; and (3) Examine how existing and potential land uses fit into the overall economic development strategy for the City.	NEW	 CLEAN  ACCESS  PRESERVE  WORK  GROW
<b>Landfill Annexation***</b> The City has an agreement with the County of San Diego that allows the City to annex and acquire approximately 54-acres of land adjacent to the landfill. <input type="checkbox"/> Conduct a study to determine if development of a business or industrial park at this location could create a competitive advantage in recruiting private, knowledge-based technology companies to Chula Vista. Because of its location within the Otay Valley Project Area and proximity to numerous auto recycling businesses, study complements the analysis of the existing automobile and construction material recycling uses.	NEW	 CLEAN  ACCESS  PRESERVE  WORK  GROW
<b>Public Outreach and Education</b> Develop an outreach and education program to provide the community with information regarding the purpose and benefits of redevelopment, the Agency's role, tools used, and specific development proposals. <input type="checkbox"/> Implement an ongoing process of educating and encouraging input from the community regarding specific development proposals. <input type="checkbox"/> ***Begin and fund an exploratory dialogue with community stakeholders in the Southwest about the principles and models presented in the "Community Strengthening Strategies" white paper, and the possible application of those principles in Southwest Chula Vista.	NEW	 INVEST

\*\*\* New Program or Project for FY 07/08

Goals & Objectives / Implementing Programs	Carried Over from 2006 or 2007?	Goals Achieved by Implementing
AFFORDABLE HOUSING		
<b>Affordable Housing Program</b> Expand housing opportunities for low and moderate-income residents by partnering with affordable housing developers and providing assistance for the new construction of approximately 240 dwelling units. Completion of this project would eliminate factors hindering economically viable use. <input type="checkbox"/> Complete construction of 120 new low or moderate-income dwelling units.	✓	

## **Appendix B**

### **WHITE PAPER – “COMMUNITY STRENGTHENING STRATEGIES AND THEIR APPLICATION TO SOUTHWEST CHULA VISTA”**